



Immunity to Change

How to overcome it and unlock the potential in yourself and your organization



What is the Immunity to Change?

- Robert Kegan and Lisa Laskow Lahey
- Academic Psychologist who saw a gap in what people genuinely *intend* to do and what they were *able* to bring about
- People evolve in the same sequence, overcoming
 - limitations
- Assists in helping people see *into* themselves AND
- Act more effectively

Why do some people change?

“We think we have discovered a powerful dynamic that tends to keep us exactly where we are, despite sincere, even passionate intentions to change.”

“Doctors can tell heart patients that they will literally die if they do not change their way, and still only about 1 in seven make the changes”

What is your level of mental complexity?



Socialized mind – won't speak up



Self-authoring mind – only allows
information we have sought



Self-Transforming mind – advancing
their agenda but allow for
modification or expansion



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What is your level of mental complexity?

What is the immunity to change process?



It begins with your level of mental complexity



(socialized, self-authoring, self-transforming)



What are your change goals?



What are you doing contrary to your goals?



Why do we keep performing the contrary behaviors



Identify what purpose they serve.

Case Example: Peter's Immunity Map

Commitment (Improvement Goals)	Contrary Behaviors	Competing Commitment
Be more receptive to new ideas	Gives curt responses to new ideas; cuts people off	To have things done my way!
Be more flexible in my responses and responsibilities	Does not seek the opinion of others	To experience myself as having a direct impact
Be more open to delegating and supporting new lines of authority	Demands communication from others too frequently	To feel the pride of ownership; see my stamp on things
	Is quick to give an opinion, even when not asked	To preserve myself as the super problem solver; one who knows best

Case Example: Ron's Immunity Map

Commitment (Improvement Goals)	Contrary Behaviors	Competing Commitment
Be a more forceful and direct communicator	Not being direct	
Be a more effective decision maker, especially with executive staff and unpopular decisions	Over-checking in; over-consulting; over-insuring no negative reactions	
Stop being overly conciliatory	Trying to please everyone, especially CEO	
Get better at pushing back, less oriented to CEO approval and support	Overly tuned in to CEO's point of view.	

Case Example: Bob's Immunity Map

Commitment (Improvement Goals)	Contrary Behaviors	Competing Commitment	Big Assumptions
To be more excited and inspired in my work by connecting more with my passions, and trusting more my own distinctiveness	I work at things I am not that interested in because I feel I must.	To be well regarded by those who evaluate me. To not looking unsuccessful To not pushing an unknown, unproven trail	I assume my safest route to success is to perform exceptionally well in ways that are expected and well established.
	I work in ways that are more routine, more established because I feel that is what is		I assume I am not highly regarded. I will be a failure.

How do you develop an effective immunity map?

Column 1



This entails developing a goal that will improve you and the organization. Not a technical skill

Column 2



Identify the behaviors you do, or do not do that work against column 1

Column 3



The items you list for column 3 should place you in a position to feel yourself at risk in some way.

Column 4



To ultimately disrupt the immune system begins by identifying the core assumptions that sustain it .

Adaptive Change

Remember: the intent of the immunity map is to support a way to treat adaptive challenges adaptively, rather than technically.



An adaptive formulation will register on both the thinking and feeling levels.

Immunity Map Worksheet

Find the full article, "How to Overcome Immunity to Change," in the May 2011 archives at experientiallife.com.

Improvement Goal	Behaviors That Go Against My Goal	Hidden Competing Commitments	Big Assumptions
<div> <div></div> <div> <div></div> <div></div> </div> </div> <p>What I'd need to do differently:</p>		<p>Worry Box:</p> <p>Competing Commitments:</p>	
<p>Choose a goal that would make a big difference, one you truly want to achieve. Ask yourself (or imagine asking a group of people who know you well): <i>What is the single most powerful change I could make to improve my life (or work performance, relationship, finances, etc.)?</i></p> <p>Next, specify what concrete behaviors are necessary to achieve this goal. Frame them as positive statements (for example, "delegate more" vs. "stop doing all the work myself").</p>	<p>Ask yourself (or an imagined observer): <i>What's the thing you do, or don't do, that most gets in the way of your goal?</i></p> <p>Take stock of the things you do instead of the behaviors that could create positive change.</p> <p>You don't need to explain or understand your obstructionist behaviors. Just notice them and write them down. Define your actions, not your feelings.</p>	<p>Your fears go into a "worry box" at the top of this column. They can point you to your competing commitments, which you list below the worry box.</p> <p>When you write down your hidden commitments, you are now able to see across the three columns how you have one foot on the gas pedal (column 1) and one foot on the brake pedal (column 3). This is the immune system "protecting" you from feared, undesirable outcomes.</p>	<p>Big assumptions, says Lahoy, "are the beliefs and internalized truths we hold about how the world works, how we work, and how people respond to us. They are assumptions that make each hidden commitment feel necessary."</p> <p>Look for assumptions that anchor and inform your specific hidden commitments. Notice how your assumptions lead to the very behaviors that undermine, rather than support, your goal.</p>

Worksheet courtesy of Robert Kegan and Lisa Lahey.
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Forging



Recognize that there is “life after corrections”. Employment in corrections must continue to be a time for growth and development.

Forging



Honor the distinction between
technical and adaptive learning
agendas.

Forging



Recognize and cultivate an individual's
intrinsic motivation to grow.

Forging



Recognize that change in mindset
takes time and is not evenly paced.

Forging



Recognize that mindsets shape thinking and feeling. Thinking and feelings must be employed to bring about the other for change in behavior.

Forging



Provide safety for people to take the kinds of risks inherent in changing their minds.

